

FOR PUBLIC RELEASE



## **Regional Bureau Strategy**

---

# **Bureau of International Organization Affairs**

**FOR PUBLIC RELEASE**

Approved: February 10, 2022

FOR PUBLIC RELEASE

## Table of Contents

1. Executive Statement and Mission Statement.....	1
2. Bureau Strategic Framework .....	4
3. Bureau Goals and Objectives .....	7
4. Bureau Cross-Cutting Management Goal and Objectives .....	19

## **1. Executive Statement and Mission Statement**

Seventy-six years ago, emerging from the ashes of a devastating World War, countries around the world embarked on a shared mission: creating a rules-based international order, grounded in democratic values, to advance universal human rights, promote the peaceful settlement of disputes, and ensure adherence to international law. The United Nations (UN) was – and remains – the cornerstone of that international order, contributing to unmatched strides towards peace and prosperity shared around the world. Our collective resolve, expressed in the United Nations Charter, remains to uphold our "faith in fundamental human rights, in the dignity and worth of the human person, in the equal rights of men and women and of nations large and small." American leadership remains critical to ensuring these institutions continue to reflect the universal values, aspirations, and norms that have underpinned the UN system since its founding.

Through multilateral institutions, the United States will continue to build coalitions necessary to address our biggest global challenges – climate change, global health, peace and security, humanitarian response, revitalizing democracy and human rights, digital connectivity and technology governance, sustainable and inclusive development, and forced displacement and migration – all of which pose profound and sometimes existential danger and cannot be addressed by one nation alone. Strategic U.S. investments in the multilateral system allow us to set the agenda to advance U.S. priorities, strengthen the effectiveness of international organizations, and share the burden of action among member states.

The Bureau of International Organization Affairs (IO), with its six diplomatic missions (Geneva, Montreal, Nairobi, New York, Rome, and Vienna), develops and implements U.S. policy in the UN system and a range of other multilateral organizations. IO's mission statement is to employ multilateral diplomacy as a tool for advancing U.S. interests through a more effective and efficient UN and multilateral system. Strong, sustained U.S. leadership at the UN and in other multilateral venues is essential to pursuing national interests and shaping institutional reforms.

In the period of 2022-2026, IO and our missions will work in concert to advance key U.S. national interests and priorities through multilateral diplomacy according to four broad strategic goals and one crosscutting management objective. First, in support of the Interim National Security Strategic Guidance and Goal 1 of the 2022 Department of State-U.S. Agency for International Development (USAID) Joint Strategic Plan (JSP), we will lead efforts to strengthen foundational values at the UN and multilateral institutions to increase global cooperation to address the most critical issues facing the international community.

Through robust engagement in multilateral fora, IO will also address challenges to international peace and security (Goal 2). IO will lead the United States in capitalizing on the convening power of the UN Security Council (UNSC) to prevent conflict and address international crises around the world. We will leverage special political missions, peacekeeping operations, and sanctions regimes, and build support on key issues at the UN General Assembly and in other international organizations and agencies to achieve our peace and security objectives.

IO's third strategic goal – drive multilateral efforts to support democracy, rule of law, and human rights – is essential to achieving the Administration's foreign policy agenda. IO will pursue actions that highlight the importance of these foundational values and push back against efforts by malign actors to undermine the international rules-based order and human rights system. We will assertively set the agenda in increasingly active UN human rights and humanitarian bodies, particularly in the Human Rights Council (HRC), UN General Assembly (UNGA) Third Committee, the UN Economic and Social Council (ECOSOC), and the Commission on the Status of Women (CSW). We will seek to lead – and rejoin – international organizations to ensure the United States is leading efforts to create standards for emerging technology and communications that uphold democratic values and individual rights.

As the world recovers from the economic disruptions caused by COVID-19, our ability to achieve IO's fourth strategic goal – promote inclusive, sustainable, and climate-friendly economic growth and development and COVID-19 economic recovery – is heavily reliant on U.S. leadership in the United Nations and other international organizations. To advance economic growth and sustainable development, we will work in common cause within the multilateral system to end the COVID-19 pandemic, restore global public health security, and set international norms and standards in science and technology, environment, climate, and other relevant fields that foster a dynamic, inclusive, innovative national economy at home.

Achieving the aspirations outlined in this strategy requires unrelenting U.S. attention to ensuring efficiency and effectiveness across international institutions. IO will continue to champion initiatives to maximize transparency and accountability and advance reforms to improve organizations' capacities to prepare for and respond to global challenges. IO will use data and evidence to guide decision-making and ensure the alignment of resources to policy objectives.

Finally, global challenges – current, projected, and unforeseen – will require a continuous effort to align and strengthen the Bureau workforce and its internal operations. Diversity, equity, inclusion, and accessibility (DEIA) in the workforce is a national security imperative to ensure critical perspectives and talents are represented and contributing to policymaking. IO's ability to meet the challenges of multilateral diplomacy depends on our commitment to recruiting, hiring, developing, promoting, and retaining a workforce that is reflective of the country's rich talent and diversity at all levels and ranks. During the next four years, IO will cultivate a work environment that promotes equity, inclusion, accessibility, transparency, and accountability for all.

The IO Bureau Strategy articulates IO's efforts to engage continuously to advance U.S. interests in the United Nations and other international organizations. IO will periodically review achievement of U.S. objectives detailed in this strategy.

## 2. Bureau Strategic Framework

**Bureau Goal 1:** Protect foundational values at the UN and multilateral institutions and strengthen their capacity to address global challenges.

- **Bureau Objective 1.1:** Advance an affirmative multilateral agenda that supports U.S. national interests through an effective multilateral system rooted in values, norms, and principles that supports the foundational individual rights and freedoms of the rules-based international order.
- **Bureau Objective 1.2:** Maximize U.S. credibility, influence, and leadership in the United Nations (UN) system and international institutions through U.S. diplomatic engagement on key issues and election or appointment of qualified, independent personnel to positions at all levels in the UN and international organizations.
- **Bureau Objective 1.3:** Strengthen international values, principles, rules, and institutions to enable effective global cooperation, promote equity, and protect individual rights and freedoms.
- **Bureau Objective 1.4:** International organizations transparently and efficiently deliver effective results with good governance and greater accountability across the multilateral system.

**Bureau Goal 2:** Promote international peace and security through robust U.S. engagement within the multilateral system.

- **Bureau Objective 2.1:** Drive the agenda in the UN Security Council to accomplish U.S. peace and security priorities.
- **Bureau Objective 2.2:** Advance peace and security priorities such as nonproliferation and disarmament, outer space, and cyberspace through UN General Assembly and appropriate organizations.
- **Bureau Objective 2.3:** Set international standards for environmental issues, science and technology, international postal and delivery services, outer space, and drug control and crime to maintain international peace and security.

Approved: February 10, 2022

**Bureau Goal 3:** Drive multilateral efforts to support democracy, rule of law, and human rights.

- **Bureau Objective 3.1:** A U.S.-led proactive agenda results in increasingly active UN human rights and humanitarian bodies, particularly in the Human Rights Council (HRC), UN General Assembly (UNGA) Third Committee, the UN Economic and Social Council (ECOSOC), and the Commission on the Status of Women (CSW).
- **Bureau Objective 3.2:** Improve commitment to foundational American and international human rights principles, including equal rights before the law and access to justice; freedom of speech, expression, peaceful assembly, and religion; racial justice; and promoting the rights of vulnerable and marginalized populations including racial, ethnic, and religious minorities, indigenous persons, women and girls in all their diversity, persons with disabilities, and LGBTQI+ persons.
- **Bureau Objective 3.3:** Increase attention to U.S. priority objectives on country-specific and thematic issues, and to counter adversarial efforts to subvert international institutions and norms through improved coordination with allies and partners.

**Bureau Goal 4:** Promote inclusive, sustainable, and climate-friendly economic growth and development and COVID-19 economic recovery.

- **Bureau Objective 4.1:** End the COVID-19 pandemic and strengthen global health architecture to prevent, detect, and respond to future pandemics.
- **Bureau Objective 4.2:** Increase inclusive climate-friendly economic growth and sustainable development and climate-sensitive policies that align with US climate priorities throughout the UN system and in international organizations.
- **Bureau Objective 4.3:** Implement the Sustainable Development Goals and the 2030 Agenda.
- **Bureau Objective 4.4:** Strengthen capacity of multilateral organizations to deliver programming that builds sustainable, equitable and resilient food systems that reduce hunger and malnutrition.

- **Bureau Objective 4.5:** Increase U.S. humanitarian leadership and strengthen humanitarian-development nexus.

**Bureau Cross-Cutting Management Goal 5:** The Department's diverse and inclusive workforce is equipped and empowered with the technology, resources, and knowledge to advance U.S. policy priorities and interests in the multilateral system.

- **Bureau Cross-Cutting Management Objective 5.1:** Improve recruitment, hiring, and retainment of a diverse and inclusive workforce that masters the multilateral skillset necessary to meet the challenges of multilateral diplomacy.
- **Bureau Cross-Cutting Management Objective 5.2:** Institutionalize a culture of evidence-based decision-making through improved data systems and resources, systematic monitoring, evaluation, learning, and adaptive management.
- **Bureau Cross-Cutting Management Objective 5.3:** Increase support for U.S. participation at UN and other multilateral institution conferences to achieve strategic objectives and advance the national interest.
- **Bureau Cross-Cutting Management Objective 5.4:** Improve public awareness of the value of U.S. multilateral engagement.
- **Bureau Cross-Cutting Management Objective 5.5:** Increase public messaging of an affirmative vision of U.S. leadership and values in international organizations.



### 3. Bureau Goals and Objectives

**Bureau Goal 1:** Protect foundational values at the UN and multilateral institutions and strengthen their capacity to address global challenges.

- **Bureau Goal 1 Description:** The universal values, aspirations, and norms that have underpinned the UN system since its founding 75 years ago are increasingly threatened by authoritarian governments that seek to challenge and erode core principles of the international rules-based order. By re-engaging and asserting U.S. leadership in the UN system, the Bureau supports increased global cooperation to address the most critical challenges facing the international community.

**Bureau Objective 1.1:** Advance an affirmative multilateral agenda that supports U.S. national interests through an effective multilateral system rooted in values, norms, and principles that supports the foundational individual rights and freedoms of the rules-based international order.

- **Bureau Objective 1.1 Justification and Linkages:** The United States played a critical role in establishing the United Nations, and it remains in our interest to maintain and strengthen the multilateral system to achieve international peace and security, as well as to address challenges such as the COVID-19 pandemic and climate change. The United States' interests include defending the system's foundational democratic values and principles, which enable effective global cooperation, promote equity, and protect individual rights and freedoms. This objective supports JSP Strategic Objectives 1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 2.3, 2.4, 3.1, 3.2, 3.3, 3.4 and 3.5.
- **Bureau Objective 1.1 Risk Considerations:** Failing to achieve this goal risks undermining the international rules-based order and enabling states that do not share our commitment to fundamental individual rights and freedoms to advance their interests through multilateral institutions.

**Bureau Objective 1.2:** Maximize U.S. credibility, influence, and leadership in the United Nations (UN) system and international institutions through U.S. diplomatic engagement on key issues and election or appointment of qualified, independent personnel to positions at all levels in the UN and international organizations.

- **Bureau Objective 1.2 Justification and Linkages:** Maintaining U.S. leadership in UN bodies and agencies in the face of increasing efforts by strategic competitors to expand their presence and influence is essential to ensure these agencies remain independent and effective organizations. This objective supports JSP Strategic Objectives 1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 2.3, 2.4, 3.1, 3.2, 3.3, 3.4 and 3.5.
- **Bureau Objective 1.2 Risk Considerations:** Competition for appointments and elected positions in UN agencies and bodies is increasing and U.S. candidates cannot be assured of success even with sustained USG advocacy at senior levels.

**Bureau Objective 1.3:** Strengthen international values, principles, rules and institutions to enable effective global cooperation, promote equity, and protect individual rights and freedoms.

- **Bureau Objective 1.3 Justification and Linkages:** Advancing U.S. interests in the UN system relies on effective coordination with like-minded countries to ensure national priorities are well aligned and risks are accurately assessed and effectively mitigated. We must also build new partnerships across a broader range of countries to expand support for these efforts and ensure their durability over time. This objective supports JSP Strategic Objectives 1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 2.3, 2.4, 3.1, 3.2, 3.3, 3.4 and 3.5.
- **Bureau Objective 1.3 Risk Considerations:** Coordination with like-minded partners may reveal differences in tactics, priorities, or strategy that may impede effective cooperation; undermining our ability to defend and strengthen international values, principles, rules, and institutions; and seeding ground to competitors.

**Bureau Objective 1.4:** International organizations transparently and efficiently deliver effective results with good governance and greater accountability across the multilateral system.

- **Bureau Objective 1.4 Justification and Linkages:** Transparency, accountability and good governance of international institutions is essential to ensuring organizations are able to efficiently and effectively address global challenges and to instilling confidence in Congress and the American people that international institutions are good investments. This objective supports JSP Strategic Objectives 1.4, 2.1, 2.4, and 3.3.
- **Bureau Objective 1.4 Risk Considerations:** Management reforms are often achieved by consensus, which can take years to achieve, and are often resisted by countries based on their ideology, economic status, or other considerations.

**Bureau Goal 2:** Promote international peace and security through robust U.S. engagement within the multilateral system.

- **Bureau Goal 2 Description:** Resolving today's threats to international peace and security often requires the collective action of the international community. Even in cases where a single state – such as the United States – may be able to act alone, it will often be more effective and a wiser use of limited resources to share the burden with other nations. As a result, active U.S. global leadership in the multilateral system plays an important role in the Administration's ability to address and manage current threats to international peace and security.

**Bureau Objective 2.1:** Drive the agenda in the UN Security Council to accomplish U.S. peace and security priorities.

- **Bureau Objective 2.1 Justification and Linkages:** Over the past five years, U.S. efforts to establish, modify, or strengthen mandates to address peace and security threats, through sanctions, counterterrorism (CT), and other UNSC tools, have advanced U.S. policy interests on threats related to the DPRK, Iran, Libya, and elsewhere, to countering proliferation and terrorism. U.S. efforts to promote data-driven performance metrics culminated in UNSC resolution 2436 (2018) and the development and launch of the Integrated Peacekeeping Performance and Accountability Framework (IPPAF) as well as UNSCR 2272 and the Secretary-General's ability to repatriate peacekeeping units accused of sexual exploitation and abuse (SEA). However, transparency on these efforts and an institutionalized feedback loop to the UNSC are lacking and remain necessary to ensure effective implementation of these tools. Additionally, UN peacekeeping operations, sanctions regimes, and special political missions are among the most effective mechanisms of burden-sharing to address the global challenges to international peace and security. Giving peacekeeping missions long-term strategic visions will empower leadership and more accurately convey the UNSC's priorities. Together, improving transparency and more clearly defining the UNSC's objectives for missions will make peacekeeping more effective, promote the safety and security of peacekeepers, and ensure that missions are thinking appropriately about transition planning. The United States released the first public report on progress made on the U.S. Strategy on Women, Peace, Security (WPS) in 2021 and the corresponding implementation plans. This objective supports JSP Strategic Objective 1.4.

- **Bureau Objective 2.1 Risk Considerations:** Russia and China, as veto-holding members of the Council, can block efforts to hold meetings and adopt Security Council resolutions seeking to establish, modify, or strengthen mandates for peace operations, sanctions or special political missions like the Counter-Terrorism Executive Directorate. UNSC subsidiary bodies, including sanctions and CT committees, take decisions based on consensus. Russia, China, and other non-like-minded committee members can block consensus and obstruct committee-level sanctions and CT actions, including on listings, outreach related to compliance, and other issues related to implementation. This gridlock can prevent the U.S. from achieving our objectives, and a failure to advance meaningful action on issues related to peace and security.

**Bureau Objective 2.2:** Advance peace and security priorities such as nonproliferation and disarmament, outer space, and cyberspace through UN General Assembly and appropriate organizations.

- **Bureau Objective 2.2 Justification and Linkages:** Robust U.S. leadership across multilateral nonproliferation and disarmament forums, responsible use of outer space, and a secure cyberspace environment will advance our policy objectives. This objective supports JSP Strategic Objective 1.4.
- **Bureau Objective 2.2 Risk Considerations:** As one of five permanent members of the UN Security Council, a nuclear weapons state, and one of the largest military powers, there has long been a constant demand for the United States to “lead by example” to achieve tangible progress. As we re-engage, including on multilateral nonproliferation and disarmament efforts, our credibility could suffer if we are not perceived as “delivering” on our stated commitments, individually and collectively.

**Bureau Objective 2.3:** Set international standards for environmental issues, science and technology, international postal and delivery services, outer space, and drug control and crime to maintain international peace and security.

- **Bureau Objective 2.3 Justification and Linkages:** Robust United States leadership in setting international standards can not only keep American citizens safe and healthy, our businesses competitive and profitable, and our democratic values widely held, but also foster international prosperity by setting common standards facilitating lower-cost products, services, and innovation. This objective supports JSP Strategic Objectives 1.2, 1.4, 2.1, 2.2, 2.3, 2.4, 3.1, and 3.3.
- **Bureau Objective 2.3 Risk Considerations:** If it is not able to reach consensus in setting international standards in UN bodies, the United States could be considered as acting selfishly and only in its own national interests to protect its leading position in spheres such as Internet governance and the exploitation of space to maintain its dominance in security and commercial issues.

**Bureau Goal 3:** Drive multilateral efforts to support democracy, rule of law, and human rights.

- **Bureau Goal 3 Description:** Promoting democracy, the rule of law, and universal human rights are centerpieces of the Administration's foreign policy agenda. Through our engagement in the UN Human Rights Council (HRC), the UNGA Third Committee, Commission on the Status of Women (CSW), and the NGO Committee, among other UN entities, we will pursue actions that highlight the importance of these foundational democratic values and push back against efforts by malign actors to undermine the international human rights system.

**Bureau Objective 3.1:** A U.S.-led proactive agenda results in increasingly active UN human rights and humanitarian bodies, particularly in the Human Rights Council (HRC), UN General Assembly (UNGA) Third Committee, the UN Economic and Social Council (ECOSOC), and the Commission on the Status of Women (CSW).

- **Bureau Objective 3.1 Justification and Linkages:** U.S. leadership and coordination with allies and emerging partners with shared values is necessary to ensure UN bodies are proactively engaging on both thematic and country-specific human rights objectives. When we set the agenda, it moves these bodies in a positive direction that supports democratic values and individual rights. This objective supports JSP Strategic Objectives 1.3, 1.4, 3.1, 3.2, 3.3, 3.4, and 3.5.
- **Bureau Objective 3.1 Risk Considerations:** Strategic competitors increasingly use these bodies to pursue objectives that undermine universal rights and international human rights law. We must work against those efforts while simultaneously pursuing an affirmative agenda and inclusive coalition-building efforts. These bodies regularly pass anti-Israel resolutions that undermine our agenda and politicize universal human rights.

**Bureau Objective 3.2:** Improve commitment to foundational American and international human rights principles, including equal rights before the law and access to justice; freedom of speech, expression, peaceful assembly, and religion; racial justice; and promoting the rights of vulnerable and marginalized populations including racial, ethnic, and religious minorities, indigenous persons, women and girls in all their diversity, persons with disabilities, and LGBTQI+ persons.

- **Bureau Objective 3.2 Justification and Linkages:** UN human rights bodies provide the most prominent global forum to press for foundational human rights objectives and set global norms that protect fundamental freedoms and call for the inclusion of vulnerable and marginalized populations who often face the greatest violations and abuses of human rights. This links to bureau and Department objectives on peace and security, as well as broader bilateral efforts on human rights. This objective supports JSP Strategic Objectives 3.1, 3.2, 3.3, 3.4, and 3.5.

- **Bureau Objective 3.2 Risk Considerations:** Various UN member states object to the expansive view of individual rights that the United States protects at home and promotes globally, especially civil and political rights that are under attack both in authoritarian states and in democracies that are backsliding. Many states also object to our protection and promotion of gender and LGBTQI+ rights, viewing these as incompatible with “traditional values.” The United States faces global criticism for our continued divisions and challenges at home, especially regarding racial and religious minorities and indigenous populations. The United States and other like-minded nations do not participate in the portions of the UN’s racial justice work that are embedded in the Durban process. We have consistently opposed the Durban process because of its anti-Israel provisions and its calls for restrictions on free speech that are inconsistent with our Constitution.

**Bureau Objective 3.3:** Increase attention to U.S. priority objectives on country-specific and thematic issues, and counter adversarial efforts to subvert international institutions and norms through improved coordination with allies and partners.

- **Bureau Objective 3.3 Justification and Linkages:** None of our human rights objectives can be met without significant coordination and burden sharing with allies, and by bringing along support from emerging partners. Cooperation in UN human rights bodies furthers our bilateral relations with these allies and with “convincible” middle states. Countering strategic competitors is also necessary to ensure that international human rights law and international humanitarian law are not undermined by efforts from countries who seek to undercut individual rights and freedoms and the international system and are particularly active in these bodies to achieve such aims. This objective supports JSP Strategic Objectives 1.4, 3.1, 3.2, 3.3, 3.4, and 3.5.
- **Bureau Objective 3.3 Risk Considerations:** Many of our requests to allies come on top of other pressing bilateral and multilateral objectives in other realms. These will have to be better prioritized and balanced.



**Bureau Goal 4:** Promote inclusive, sustainable, and climate-friendly economic growth and development and COVID-19 economic recovery.

- **Bureau Goal 4 Description:** The COVID-19 pandemic has significantly slowed and in many instances reversed economic growth and development. The impact of the pandemic is particularly acute in less and least developed countries and among the most marginalized and vulnerable in developed countries, setting back progress towards the Sustainable Development Goals. As the world recovers, U.S. leadership in the United Nations, international organizations, and the multilateral system will seek to advance transformative growth and recovery that is equitable, climate friendly, and supportive of the 2030 Agenda for Sustainable Development.

**Bureau Objective 4.1:** End the COVID-19 pandemic and strengthen global health architecture to prevent, detect, and respond to future pandemics.

- **Bureau Objective 4.1 Justification and Linkages:** The COVID-19 pandemic demonstrated shortcomings in the preparedness and response of both the World Health Organization (WHO) and Member States, and exposed gaps requiring domestic actions and improvements to the multilateral system. Ending the COVID-19 pandemic and restoring global public health security is foundational for returning to economic growth and sustainable development. Ending the pandemic will require multilateral cooperation to strengthen the international legal framework and expand equitable access to vaccines, therapeutics, and protective equipment for all countries and populations. The global health architecture must be reformed and strengthened to facilitate early, transparent reporting on outbreaks and rapid sharing of information and samples. International trade and transportation infrastructures must be strengthened in order to maintain global connectivity. Bureau Objective 4.1 supports the advancement of Bureau Objectives 1 and 2. This objective supports JSP Strategic Objectives 1.1 and 2.4.

- **Bureau Objective 4.1 Risk Considerations:** Recovery from the COVID-19 pandemic will be impacted by disease and vaccination trends that are beyond the control of the United States and United Nations. Member states may respond to the pandemic in counterproductive ways, including resisting or rejecting vaccination, or by prioritizing responses that do not immediately address public health needs.

**Bureau Objective 4.2:** Increase inclusive climate-friendly economic growth and sustainable development and climate-sensitive policies that align with US climate priorities throughout the UN system and in international organizations.

- **Bureau Objective 4.2 Justification and Linkages:** U.S. influence in relevant UN bodies and agencies and a clear vision to lead on setting international norms and standards in science and technology, environment, climate, and other relevant fields is central to advancing U.S. economic growth and sustainable development, and ensuring a dynamic, inclusive, resilient, and innovative national economy. This objective supports JSP Strategic Objectives 1.2, 2.1, 2.2, and 2.4.
- **Bureau Objective 4.2 Risk Considerations:** Other countries are undermining the current rules-based order and offering alternative norms and standards, seeking to undermine U.S. leadership in areas such as climate change, health, and supply chains.

**Bureau Objective 4.3:** The Sustainable Development Goals and the 2030 Agenda are implemented.

- **Bureau Objective 4.3 Justification and Linkages:** The 2030 Agenda for Sustainable Development and its 17 associated Sustainable Development Goals are the lingua franca for policies and programs on sustainable development in the UN. Many non-UN multilateral fora, including the OECD, G7, and G20, have also committed to supporting their implementation. U.S. support for the 2030 Agenda allows the Department and the Interagency to leverage their expertise, political leadership, and technical and financial assistance to shape the discussion on the 2030 Agenda to better reflect U.S. priorities for sustainable development, supporting Bureau Goals 1-4. This objective supports JSP Strategic Objective 2.2.

Approved: February 10, 2022

- **Bureau Objective 4.3 Risk Considerations:** A lack of proactive U.S. leadership on the achievement of the 2030 Agenda would allow other Member States, especially our competitors, to set the terms and methods of discourse on sustainable development. Without strong U.S. leadership, the Department and the Interagency can still promote U.S. objectives through technical expertise and financial support but would do so in a framework defined by other Member States and stakeholders.

**Bureau Objective 4.4:** Strengthen capacity of multilateral organizations to deliver programming that builds sustainable, equitable and resilient food systems that reduce hunger and malnutrition.

- **Bureau Objective 4.4 Justification and Linkages:** Hunger and poverty are directly linked, and both serve as significant drivers of rural to urban migration, international migration, instability, and extremism. Advancing food security initiatives to end hunger and malnutrition and build more sustainable, equitable, and resilient food systems, especially in agricultural dependent economies, will contribute to national and regional stabilization and a reduction in migration and extremism. This objective supports JSP Strategic Objectives 1.1, 1.3, 2.2, 2.4 and 3.4.
- **Bureau Objective 4.4 Risk Considerations:** We are already seeing the risks of hunger through social dislocation in regions impacted by climate change, large scale displacements associated with conflict. Failure to work to end hunger and malnutrition and build more sustainable, equitable, and resilient food systems will leave food systems vulnerable to shocks like pandemics and climate change and will contribute to conflict and migration.

**Bureau Objective 4.5:** Increase U.S. humanitarian leadership and strengthen humanitarian-development nexus.

- **Bureau Objective 4.5 Justification and Linkages:** Low levels of economic development are a contributing factor to social instability and vulnerability to man-made crises and natural disasters that precipitate humanitarian emergencies. The United States will lead the UN and multilateral system to address both immediate humanitarian relief and longer-term development needs in order to support progress on a sustainable development path. This objective supports JSP Strategic Objectives 1.3, 2.2, and 2.4.
- **Bureau Objective 4.5 Risk Considerations:** The United Nations and the larger international community have long recognized the humanitarian-development continuum. UN agencies have worked to incorporate development programming into humanitarian assistance to transition its work from immediate humanitarian relief to longer-term development. Yet, we continue to see protracted and recurring humanitarian crises around the world. Successful implementation of the humanitarian-development nexus will require strong leadership and close collaboration between humanitarian and development actors, member states, and UN agencies.

## 4. Bureau Cross-Cutting Management Goal and Objectives

**Bureau Cross-Cutting Management Goal 5:** The Department's diverse and inclusive workforce is equipped and empowered with the technology, resources, and knowledge to advance U.S. policy priorities and interests in the multilateral system.

- **Bureau Cross-Cutting Management Goal 5 Description:** A growing body of evidence demonstrates that diverse workplaces yield higher-performing organizations. Therefore, on June 25, 2021, President Biden signed E.O. 14035 on Diversity, Equity, Inclusion and Accessibility (DEIA) in the Federal Workforce. To further advance equity within the Federal Government, this order establishes that it is the policy of the Biden-Harris Administration to cultivate a workforce that draws from the full diversity of the Nation so that the Federal workforce reflects the diversity of the American people.

**Bureau Cross-Cutting Management Objective 5.1:** Improve recruitment, hiring and retainment of a diverse and inclusive workforce that masters the multilateral skillset necessary to meet the challenges of multilateral diplomacy.

- **Bureau Cross-Cutting Management Objective 5.1 Justification and Linkages:** E.O. 14035 calls for the Federal Government to be a model for DEIA, where all employees are treated with dignity and respect. Accordingly, the E.O. instructs the Federal Government to strengthen its ability to recruit, hire, develop, promote, and retain our Nation's talent and remove barriers to equal opportunity and to provide resources and opportunities to strengthen and advance DEIA across the government. This objective supports JSP Strategic Objective 4.1.
- **Bureau Cross-Cutting Management Objective 5.1 Risk Considerations:** DEIA can be a divisive issue, particularly among those who express concerns that DEIA leads to quotas and the misperception that less qualified individuals are hired simply based on their status as part of a historically discouraged community.

**Bureau Cross-Cutting Management Objective 5.2:** Institutionalize a culture of evidence-based decision-making through improved data systems and resources, systematic monitoring, evaluation, learning, and adaptive management.

- **Bureau Cross-Cutting Management Objective 5.2 Justification and Linkages:** IO will meet Department of State and Federal requirements to implement best practices for gathering and using evidence to inform decision-making by advancing a bureau-wide learning agenda and evaluation plan that guides the systematic collection and use of performance data. This objective supports JSP Strategic Objective 4.2.
- **Bureau Cross-Cutting Management Objective 5.2 Risk Considerations:** IO has historically not engaged in rigorous and consistent monitoring and evaluation, so this objective requires building capacity as well as a culture shift around using evidence to inform decision-making. The risk of not doing so is that IO would be out of compliance with Department and federal requirements and will be unable to systematically make evidence-informed decisions.

**Bureau Cross-Cutting Management Objective 5.3:** Increase support for U.S. participation at UN and other multilateral institution conferences to achieve strategic objectives and advance the national interest.

- **Bureau Cross-Cutting Management Objective 5.3 Justification and Linkages:** Active U.S. participation in multilateral conferences is important to safeguarding U.S. national interests. The key policy issues at stake require the United States to maintain its voice and resume a leadership role in guiding the direction and priorities of multilateral organizations. U.S. participation in international conferences also promotes accountable, democratic governance, respect for human rights, fiscal responsibility, and economic growth in the face of active efforts by other states to shape the international system according to their ideological or parochial interests. This objective supports JSP Strategic Objectives 1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 2.4, 3.1, 3.2, 3.3, 3.4, and 3.5.

- **Bureau Cross-Cutting Management Objective 5.3 Risk Considerations:** Ever-shifting multilateral conference schedules make annual planning a fluid exercise. Global pandemic disease, civil strife, and natural disasters can affect conferences or IO's ability to support U.S. delegations attending them. In addition, local contracting laws and oscillating international travel costs require flexibility in IO's multilateral conferences budget and require explanatory notes in reporting documents.

**Bureau Cross-Cutting Management Objective 5.4:** Improve public awareness of the value of U.S. multilateral engagement.

- **Bureau Cross-Cutting Management Objective 5.4 Justification and Linkages:** U.S. leadership at the UN and in other international organizations would benefit from broadened support among the American people, who are often unaware of that leadership's value. The Bureau should highlight and explain the utility of multilateral tools for addressing global challenges through domestic engagement with the American public, including youth audiences. This objective supports JSP Strategic Objective 1.5.
- **Bureau Cross-Cutting Management Objective 5.4 Risk Considerations:** Limited public support for U.S. multilateral policies in combination with American underrepresentation in the UN system hampers U.S. goals and provides opportunity for U.S. strategic competitors.

**Bureau Cross-Cutting Management Objective 5.5:** Increase public messaging of an affirmative vision of U.S. leadership and values in international organizations.

- **Bureau Cross-Cutting Management Objective 5.5 Justification and Linkages:** The values, aspirations, and norms underpinning the UN system are increasingly threatened by those seeking to challenge core principles of the international rules-based order. Though targeted messaging and public programs, IO can play a role in rallying international support to defend a multilateral system rooted in foundational values, norms, and principles. This objective supports JSP Strategic Objective 1.5.

- **Bureau Cross-Cutting Management Objective 5.5 Risk Considerations:** Direct messaging on strategic competitors in international organizations frequently results in backlash based on message testing.